

Statement of Work
Evaluation of USAID/Jordan's Strategic Objective 2:
Improved Water Resources Management

Background and Program Description

In 1993, USAID/Jordan developed the Water Quality Improvement and Conservation (WQIC) Project. This \$25 million five-year project focused on the Zarqa River Basin and included comprehensive technical assistance designed to help the Ministry of Water and Irrigation (MWI) develop sound water management policies. After USAID program re-engineering in 1997, this project formed the basis for Strategic Objective SO2: "Improved Water Resources Management."

From 1993 until 1997, most of the water sector activities were carried out under the WQIC, with some funds used to improve the As-Samra wastewater treatment plant and help start construction of a new wastewater treatment plant in Wadi Mousa. In 1997, total USAID funding levels to Jordan increased tremendously, from \$7.1 million the previous year, to \$126 million. As a result, the funding level for the water sector increased in that year to \$63.5 million. Given the swift increase in funding levels, the SO2 strategy moved from funding feasibility studies to funding design and construction of water and wastewater infrastructure projects.

In 1998, the Mission produced a Strategic Plan that summarized what the USAID program hoped to accomplish in Jordan over a 5-year period. This document was the basis for the Mission's SO2 – Improved Water Resources Management. The SO2 strategy focused on three major Intermediate Results:

IR1 - Stronger Water Sector Institutions;
IR2 - Increased Efficiency in Use of Water Resources;
IR3 - Improved Quality of Wastewater.

The Mission strategy was reviewed in May FY2000, with the conclusion that although USAID had made significant progress in achieving targets towards the three strategic goals, Jordan's problems in these three areas remained among the most serious problems facing Jordan. At that time the SO2 strategy was extended through December 2004, with the exception of the As-Samra Build-Operate-Transfer (BOT) project which extended through 2006. However, as a result of its Annual Performance Report review in 2002, USAID/Jordan is requested to submit a new-5-year strategy in FY 2003.

In 2001, USAID contracted DAI to perform an assessment of the water sector in Jordan and assist SO2 to develop a long-term assistance strategy for support to Jordan in the water sector. The project provided a document evaluating the water sector and providing recommendations for future support.

This evaluation process will be overseen by the USAID/Jordan Office of Program Management (OPM). A summary paper outlining each of the water projects that have been implemented since the SO2 started is attached. There is no mention of environment even though the "E" in WRE stands for environment.

Statement of Work

The contractor selected to complete the evaluation of SO2 and the environment in which it works will:

1. Complete a general evaluation of the water sector and present options for the direction of SO2 to be able to answer the following questions:
 - Is the current SO2 still needed?
 - What are the greatest challenges facing this sector in the next five years?
 - Is there a need to alter the general focus of the SO for the period 2004-2009? If yes, how?
 - Are there gaps in this sector in Jordan that need to be considered in the next strategy period?
 - Is there a need to expand or narrow the focus of the SO? Why?
 - Are all the recommendations provided by the DAI study for future support to the water sector in Jordan appropriate? Is there a more appropriate mix?
 - What is a possible USAID follow-on water sector assistance strategy (plan) under different funding scenarios?
2. Complete a general evaluation of the 1997-2002 activities under SO2 to be able to answer the following questions:
 - Is each activity contributing significantly to the objective?
 - Is each activity reaching its targeted population?
 - Are all the needed areas covered by the activities?
 - Is there a need for a different mix of activities that will contribute more to the objective?
 - Does the approach used for each project/activity present the best available alternative to address the given problem in the Section?
3. Complete a general evaluation of the environment in which SO2 operates to be able to answer the following questions:
 - Are there gaps in overall assistance to this sector? If so, what are they? What more or different could USAID be doing in this area?
 - What is the appropriate balance for USAID programming in institutional and technical support versus infrastructure support?
 - Should support be focused by geographical areas or spread throughout Jordan? (i.e. should SO2 focus on certain cities/villages and complete everything needed for water and wastewater in those places?)

Methods

The methods to be used by the contractor in completing this evaluation will include, but not be limited to: interviews, documentation, site visits, stakeholder meetings, etc. the contractor is expected to consider the needs of and impact on all segments of Jordanian society in completing this evaluation. Therefore, it is expected that the contractor will interview and review the documents of:

USAID/Jordan
SO2 Team
USAID's Implementing Partners
USAID's Local Partners
Ministry of Water and Irrigation Officials
Water Authority of Jordan Officials
Jordan Valley Authority Officials
Ministry of Planning Officials
Non Governmental Organizations
Other International donors
Members of the Jordanian Population
Others to be determined during the evaluation

Composition of the Evaluation Team

It is expected that the evaluation team will consist of the following people with MA, Ph.D, or equivalent degrees and experience:

1. Team Leader: expert with at least 10 years of strong and substantial experience in water resources management, planning and implementation, particularly in developing and water scarce countries. The person must have experience working with USAID and/or another international donor programs. This person will serve as the chief report drafter.
2. Engineer with at least ten years of experience in construction of water and wastewater systems.
3. Strategic planner with at least ten years of experience in the water sector in water scarce countries.
4. Water demand management specialist. Expert must have at least ten years of experience evaluating water demand management/loss reduction programs and/or designing effective water demand management/loss reduction programs.
5. Supply management specialist. Expert must have at least ten years of experience conducting water master planning and evaluating water supply options for appropriateness and feasibility.
6. USAID Washington staff member.

Deliverables

The contractor is expected to submit:

1. A comprehensive Draft report that does not exceed 100 pages plus annexes, containing the team's findings, suggestions and recommendations covering all the items indicated in the Statement of Work section above prior to leaving Jordan.

USAID/Jordan will provide the team with their feedback on the draft report within 15 days.

2. 15 days after the submission of USAID comments to the team, the final report must be submitted.

Timing

The contractor will be given three working days in the U.S. to review background material. The contractor, during this period, must review the water & wastewater policies, and other documents as determined by USAID/Jordan and given to the contractor at the start of this period. The contractor will be expected to arrive in Jordan no later than October 20, 2002 and to spend 30 days in the Kingdom completing the evaluation. A six-day workweek is authorized with prior Mission concurrence. Weekly progress meetings will be held with USAID OPM and other staff. Prior to leaving the country a draft version of the evaluation and its findings must be given to the Mission CTO for this contract. The Mission will review this draft and return comments to the contract team within 15 calendar days. The contractor is then expected to submit the final report and all findings, survey results, interview notes and other background documentation to the Mission CTO within 15 calendar days. The total time for completion of this evaluation is 53 working weeks. Final deadline for submission of the final evaluation and supporting document is COB Monday, December 20, 2002, Jordan time (9:30 am Washington, DC time).

SARI/Energy 062502
DELIVERY ORDER STATEMENT OF WORK

I. BACKGROUND

A. GENERAL

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South Asia is home to the world's largest population concentration: one out of every five persons on the earth is a South Asian. About forty percent of the world's poor live in this region where economic growth needs to double the current rates to make an appreciable dent in the abject poverty. The region's economic and political stability is critical to U.S. security interests and the growing demand for energy supplies, services and products constitutes a key export opportunity for the United States.

The energy sectors of the South Asian countries have many features in common including public ownership and management, poor governance and consequently, economic inefficiency and in most cases, system bankruptcy. Energy sector restructuring is underway in all of the countries in the region, to hopefully correct the structural problems of the system.

The development of effective Indian market demand for energy resources from within the region can be a foundation for economic growth for the small Himalayan economies of Nepal and Bhutan. (India imports a small amount of hydropower from both; much more is in process from the latter.) Commercial exploitation of Bangladesh's gas reserves depends largely on the Indian market. With peace breaking out in Sri Lanka, there is renewed interest in a transmission linkage between India and Sri Lanka. Pakistan is surplus in electric power capacity. Existing but disused India-Pakistan transmission links could be reestablished quickly and provide foreign exchange earnings for Pakistan. Such a process could be an important confidence-building exercise in Indo-Pak relations. Though there is limited recognition of the benefits of regional energy cooperation and trade, there is clearly a lack of mutual trust among the countries and the local leadership does not have the capacity to build political, technical, economic and public support to make this happen.

Per the USAID Strategy Document for the SARI/Energy Program, dated November 23, 1999, the USAID-funded SARI/Energy program was designed to achieve the objective of energy development and encourage regional cooperation and eventual trade in energy resources among the South Asia countries based on following *hypotheses*:

- Achieving this objective will require firm commitments by the governments in the region, through national policies and international agreements, to support cross-border cooperation in energy and to mobilize critical private sector capital, technology and management expertise;
- The SARI/Energy program will serve as a vehicle to bring together energy sector players from both public and private sectors across the region to discuss and resolve issues that impede cooperation and investment in energy development;
- Program support will help countries develop the appropriate policy, regulatory and investment environments that will encourage private sector investment. Program support is designed to catalyze and facilitate a long-term process of rationalizing energy supply and distribution across the region, including the development of the cross-border infrastructure and market mechanisms that will be required for eventual trade in electricity, natural gas and other energy resources.

Furthermore, by encouraging intra-regional cooperation and trade in sustainable energy development, SARI/Energy will expand U.S. investment and export opportunities, and help to address climate change concerns. Policy reforms, supported by SARI/E, will be fundamental in helping to reduce the long-term threats to the world's environment from global climate change. Under this initiative, economic restructuring and democratic decision-making will support the creation of a policy and regulatory environment that ensures fairness and equity while introducing incentives for environmentally and socially sound trade and investment. Policy reforms, therefore, will encourage decentralized decision-making. Realizing cross-border cooperation in a region noted for state-owned and inefficient utilities, complex bureaucracies, corruption, and a historical lack of cooperation between countries will require a regional approach aimed specifically at creating relationships, networks, partnerships, institutes and trust that will continue after SARI/Energy ends.

The three-pronged *approach* outlined in the Strategy Document for USAID to help set the groundwork for the development and improvement of policies and agreements for cross-border cooperation, and eventually trade, in energy, is to work to:

- 1) Create institutional capacity to make decisions supporting sustainable energy development;
- 2) Increase private sector participation in, and civil society support for, energy development; and
- 3) Create and/or strengthen regional forums, networks and associations for cooperation and advocacy on energy development.

The strategy further states that: "These efforts will lead to an enhanced understanding of the perceptions and concerns of the various *participating countries*, and engender mutual trust and confidence in the region. The SARI/Energy program will complement and enhance the effectiveness of the bilateral mission programs in India, Bangladesh, Sri Lanka and Nepal, and would involve Pakistan through the U.S. Embassy. If it becomes appropriate for select activities to involve all South Asia Association for Regional Cooperation (SAARC) countries, Bhutan and the Maldives may also participate on a limited basis." The latter two countries have participated in SARI/Energy activities on a

limited basis to date. While U.S. Embassy staff in Pakistan have participated in key SARI/Energy meetings throughout the program development and implementation processes, sanctions on the programming of U.S. government (USG) funds to work with the Government of Pakistan were not lifted until November, 2001. The USG is still in the process of clarifying its policies vis a vis energy sector work with the Government of Pakistan.

SARI/Energy was designed to be a two-phased program, beginning in FY2000. Per the Strategy Document, *Phase I* will last up to four years, and with a total estimated budget of \$34 million. *Phase II* will be contingent upon the experience of Phase I. The first phase objective was proof of concept, with phase two following to implement structures and solutions to effect regional energy trade and cooperation.

The SARI/Energy program was designed in the context of the larger *South Asia Regional Initiative (SARI)*, a USAID-led effort to promote *regional stability*. The concept paper for SARI originated from the four USAID field Missions in April 1999, and argued that the U.S. has a vital interest in helping stabilize the region, both in terms of eliminating the potential for armed conflict that can have global impact, and integrating this significant region into the growing global economy. SARI/Energy formed the centerpiece of SARI for strengthening private sector relationships and economic cooperation between countries. The SARI/Equity component of SARI is still in the design phase.

In the latter half of 1999 a design team from seven operating units each of USAID and the Department of State worked together to shape the SARI/E, including consultations with three other U.S. Government (USG) agencies (the Department of Energy, the Department of Commerce, and the U.S. Trade and Development Agency (USTDA)). The first SARI/E-associated event was the South Asia Regional Energy Forum in Kathmandu from Dec. 2-3, 1999, where senior energy officials from the six participating countries acknowledged that they had never been in the same room together. The five USG agencies mentioned above, with USTDA in the lead, convened the Energy South Asia conference in Kathmandu in early March, 2000. The SARI/Energy program was officially launched in Dhaka, Bangladesh and Agra, India later in March, 2000, during the first trip to the region by a U.S. president in 22 years.

In 2000 the SARI/Energy design team consulted further with energy sector officials from the region to prioritize areas for program assistance, arrange for a series of mechanisms to provide this support, and hire a regional program management team of eight people (three in the SARI/Energy regional program office in Delhi; one Foreign Service National (FSN) in each of the four USAID Missions, and a Regional Program Manager in the USAID Bureau for Asia and the Near East (ANE) in Washington D.C. In the Fall of 2000 a team of USAID staff and newly-selected partners visited each USAID presence country in the region to detail and coordinate work plans for 2001. The SARI/Energy program was launched in January 2001, with the approval of these work plans. A total of

three semi-annual SARI/E review meetings have been held since the launch of the program, on a rotating basis, as follows: Delhi in Nov. 2000; Colombo in May 2001; and Dhaka in January 2002. The mid-term evaluation report will be tabled at the next semi-annual meeting, tentatively scheduled to take place in November, 2002 in Kathmandu.

SARI/Energy builds local leadership and capacity to promote and develop the foundation and tools necessary for regional energy cooperation and trade among the countries of Bangladesh, Bhutan, India, Maldives, Nepal, and Sri Lanka. SARI/Energy technical assistance, training courses, workshops, exchange programs and private sector coalition-building opportunities have reached out to technical leaders, policy makers, business associations, and energy utility and regulatory practitioners and managers. These activities were designed to increase the understanding of the need and opportunities for energy cooperation and exchange in the region.

Because USAID's comparative advantage is in providing technical assistance and training to effect policy change, the *strategic objective* (now the intermediate result)⁶ of the SARI/Energy program is "Improved policies and agreements for cross-border cooperation on sustainable energy." Towards this end the SARI/Energy program builds upon processes already underway on reform and engages governments, the private sector, and civil society groups in South Asia to work on a regional level to advance sustainable energy development. USAID believes that a regional approach accelerates progress by fostering cross-border dialogue and the exchange of ideas, creating and strengthening champions for reform, and building trust and confidence.

Given the steps necessary to create an environment in which South Asian countries can cooperate on energy matters and eventually trade energy, the SARI/Energy program promotes sustainable regional development through the achievement of the six (sub-)⁷ *intermediate results*:

- Private sector energy plans and investments in infrastructure that facilitate regional energy exchange developed;
- Policies, laws and regulations developed or revised, with private sector and civil society concurrence, to facilitate regional energy trade and cooperation;
- Increased capacity of regulatory bodies to support energy exchange;
- Adaptation of best practices and standards in the region that lead to energy efficiency and improved commercial practices;
- Adaptation of best practices in the region that lead to improved rural energy services; and
- Increased private sector participation in and civil society support for sustainable energy development.

⁶ SARI/Energy was initially Strategic Objective 31 (SO 31) of the Bureau for Asia and the Near East (ANE). In April 2001 SARI/Energy was combined with two other sub-regional activities to form SO 23: Encourage Economic Growth, with SARI/Energy then reporting as Intermediate Result 3 (IR 3) of SO 23 (498-023-003).

⁷ The initial Intermediate Results became sub-Intermediate Results during the "collapsing" process described above.

Program *activities* contributing to the above intended results include:

- Strengthening of institutional capacity;
- Promotion of information-based dialogue and coalitions related to energy sector reform; and
- The formation of regional networks for the sharing of best practices, in an effort to influence decision-makers engaged in deliberations over energy sector reform and cross-border trade.

SARI/Energy activities focus on strengthening institutional capacity within governments, regulatory bodies, utilities, Non-Governmental Organizations (NGOs), academic institutions, and the private sector through discrete events such as training workshops, seminars, formal courses, and study tours. These events include participants from across the region, and are held at multiple sites, thereby encouraging the establishment of formal and informal networks among the region's professionals.

The program also supports information-based dialogue between governments, the private sector, and NGOs to assuage concerns and advocate positions related to energy sector reform, commercialization, and foreign investment in the energy sector. In addition, special emphasis is being focused on promoting business coalitions that will promote energy sector reform and cross-border trade.

The SARI/Energy program also works to encourage the formation of regional forums, networks, partnerships, and associations that can influence politicians and decision-makers on energy cooperation and development. Target groups for regional networking to exchange ideas, problems, and best practices include: senior policy-makers, executives of energy firms, government technocrats, energy professionals, environmentalists, utility operators and managers, regulators, trade and industry associations, NGOs and academic institutions.

Specific *inputs* include the following:

- (1) technical assistance; (2) training; (3) regional partnerships; (4) business coalitions; and (5) regional energy statistics and data.

The SARI/Energy program collaborates with *other donor agencies* at three levels: (1) technical assistance, (2) capacity-building, and (3) policy dialogue. The key donors with relevant programs in South Asia are the World Bank, the Asian Development Bank (ADB), and the Public-Private Infrastructure Advisory Facility (PPIAF), a multi-donor technical assistance facility. In the area of technical assistance, SARI/Energy inputs complement the loan-making objectives of the ADB and the World Bank in and between their member South Asia countries. SARI/Energy capacity-building activities include support for regional participation in the infrastructure financing courses of the World Bank Institute (WBI), and the South Asia Forum for Infrastructure Regulators (SAFIR) formed by PPIAF. At the policy level, SARI/Energy supports priority initiatives of the Energy and Power Working Group (EPWG), a sub-regional grouping at the secretarial level from ministries of energy and foreign affairs in Bangladesh, Bhutan, India and Nepal. The EPWG was spawned through the largely dormant South Asia Growth

Quadrangle (SAGQ) initiative of the four member governments in 1997, and more recently through the ADB-sponsored South Asia Sub-regional Economic Cooperation (SASEC) initiative. The South Asia Association for Regional Cooperation (SAARC), formed in 1985 by seven member governments (the Maldives, Pakistan and Sri Lanka, in addition to the four listed above), has not been active in the energy sector to date. While USAID began convening South Asia energy officials on an informal basis in December, 1999 to finalize the design the SARI/Energy program, the SASEC initiative in late 2001 is the first regional effort to convene high-level energy officials in a functioning energy working group, on a more formal basis.

B. PROJECT FUNDING

The SARI/Energy program has an authorized funding level of \$34 million, of which nearly \$32 million in FY200-2002 funding (\$28.1 M DA, \$3.8M ESF) has been programmed to date for a four-year period. To date, approximately \$10 million has been spent. All implementing contracts are currently scheduled to terminate by or before the end of FY2003.

C. PROJECT IMPLEMENTATION

The five operational components of the SARI/Energy program are being implemented by eight partners. In collaboration with USAID and SARI/Energy stakeholders, five implementing partners managing the larger program components (Nexant, AED, Core Intl., USEA and the USCOC) develop and share their annual workplans to maximize coordination of the various components of the program, as well as with the on-going USAID energy programs funded and managed by bilateral USAID missions in the region. In addition, there are several new components that are under development in 2002.

1. Current and On-going Project Components

Component 1: Technical Assistance

Nexant Inc. (consulting subsidiary of Bechtel National, Inc.) (LAG-1-00-98-0006-02 Task Order 813) provides technical assistance (TA) in all five priority areas of Phase I of SARI/Energy:

- Regional Grid and Energy Exchange
- Legal, Policy and Regulatory Frameworks
- Regulation and Regulatory Bodies
- Energy Efficiency
- Rural Energy Services

Based on the results of meetings with regional stakeholders held during the fall of 2000, initial TA activities have been focused in the following areas:

- Energy trade favoring clean fuels (e.g., hydro resources, natural gas)
- Energy sector liberalization

- Energy sector planning and policy analysis
- Developing competitive markets for energy
- Strengthening regulatory bodies
- Regional cooperation in energy efficiency
- Increasing private sector role in reform and energy efficiency
- Peer Exchanges
- Development of the SARI/Energy web-site (with linkages to web-sites of other SARI/Energy partners)

Within each of these areas a number of specific issues and topics have been identified as priorities for analysis. These undertakings include pre-feasibility studies, preparation of issues papers, draft model documents to support commercial transactions (e.g., bulk power purchase agreement), and development of model frameworks for regional cooperation/collaboration. The results of these activities are presented in various forums, including focus workshops, associated SARI/Energy training programs, and partnerships events. In addition, where appropriate, technical reports and project results are also made available online in the "Publications" section of the SARI/Energy website. Peer Exchanges are designed to augment opportunities for peer groups (e.g. utilities) from two countries to expand their cooperative activities together beyond the scope possible in the original SARI/Energy activity that brought them together.

Nexant Inc.): Viability of Power Exports from Bangladesh to India—Pre-Feasibility Report (LAG-1-00-98-0006-00, Delivery Order 200, Work Order 107): The purpose of this pre-feasibility report, conducted in mid-2000, prior to the full implementation phase of SARI/Energy, was to assist the Government of Bangladesh (GOB) in evaluating the viability of entering into an agreement with the private sector to build a combined cycle gas-fired power plant, with a portion of the electric power output exported to India after meeting the domestic demand of Bangladesh.

Advanced Engineering Associates International (AEAI)/ Deloitte Touche Tohmatsu (DTT): Comparing Independent Power Wholesale Electricity Prices in South Asia (LAG-1-00-98-00004-00, Work Order 113): The purpose of this Work Order is to improve the comparability and transparency of electricity prices provided by generators in the South Asia region. This is being achieved through the development of a methodology to evaluate the pricing of power from both Independent Power Producer (IPP) and government facilities, on a levelized basis. This methodology will be introduced to key policy makers and utility managers in Bhutan, Bangladesh, India, Nepal, and Sri Lanka. Information obtained second-hand on IPP projects in Pakistan is also included in this analysis.

Component 2: Training

The SARI/Energy Program seeks to deliver training opportunities that bring regional leaders, experts, practitioners and citizens together to learn, teach, study and share experiences and best practices in environments that will foster greater communication

and understanding of the technical, financial, social and structural benefits, barriers and issues related to cross-border cooperation on sustainable energy.

The SARI/Energy program is conducting intensive and innovative training to establish a regional network of professional experts. SARI/Energy participants represent a set of key groups that will help influence major sectors of their society to change and adopt new energy practices and behaviors.

The courses are designed not only for discussion and review, but also for action. SARI/Energy participants are engaged in hands-on, interactive activities being led by regional and international leaders, experts and practitioners in their field. The course work requires the participants -- in groups or as individuals -- to prepare work plans, strategies, communications or marketing plans that they can adopt in their work place as well as present to their colleagues, senior managers and policy makers.

To expand the audience (both in number and type) that can participate in and benefit from the training activities, great effort is being put into the development of the SARI/Energy program web site and on distance learning (web-based and CD-Rom) courses. The web site will share information from training activities with anyone who isn't able to attend a formal training event. For training alumni, it offers additional opportunities for follow-up and interaction with fellow course participants, trainers, speakers and other interested professionals. Courses delivered on the web page or by CD-Rom, continue to spread information, resources and capacity building tools across a larger and broader audience, in a relatively cost-efficient manner.

Successful impact of training is often defined as the improvement in individual job or organizational performance that can be directly attributed to the skills, knowledge and attitudes acquired during training. With this definition comes the recognition that training does not have a successful impact until the skills or knowledge acquired have been successfully applied in a specified work situation and have resulted in a measurable improvement. Results could appear in a number of forms including, but not limited to, advocacy within an organization in support of policies and procedures; participation in establishing a working group to promote an issue or a regulatory body; or support to pass legislation.

The SARI/Energy Training Program seeks a critical mass of participants who will return to their jobs upon completion of the training and have an individual or collective impact on their colleagues, institutions and countries.

The **Academy for Educational Development (AED)** (LAG-1-00-802-98-00011) provides training in the areas of regional energy trade and exchange; harmonization and reform of regulatory and tariff policies; private sector investment in energy development and supply; and improved energy efficiency.

Core International (LAG-1-800-98-00010) provides training in the area of Rural Energy Services (RES).

Core International (LAG-1-98-00010-Delivery Order 2) provides Invitational Travel (IT) support to multiple SARI/E-supported activities, e.g. WBI and SAFIR courses.

Core International (LAG-1-98-00010-Delivery Order 1) is conducting a survey of participants from the RES and IT activities listed above.

Institute of International Education (IIE) Executive Program for Sustainable Growth (EPSG) (AEP-C-00-95-00020-00): Plans are still underway to program funding placed with the Executive Program for Sustainable Growth (EPSG) to conduct opportunistic and tailored study tours that complement other SARI/Energy activities.

Component 3: Regional Partnerships

The United States Energy Association (USEA) (LAG-A-00-98-00045-00 Amendment no. 4) has established the SARI/Energy-supported South Asia Regional Energy Partnership Program (SAREPP). Each partnership involves the relevant organizations from the SARI/Energy countries, which cooperate with the objective of creating and strengthening long-term relationships among key stakeholders and decision-makers in South Asia, discussing and resolving issues in regional energy development, and sharing best practices and lessons learned. The partnerships encourage the development of enabling environments (i.e. policies, laws, regulations and financial incentives) which will encourage private sector investment in the region. The partnerships also assist in improving transmission and distribution operations and management, both nationally and regionally.

The program launched three regional, issue-based energy partnerships in 2001:

- Regional Energy Transmission Partnership
- Regional Energy Regulation Partnership
- Regional Energy Utilities Partnership

Two participants per country from four to six SARI/Energy member countries participate in each of these regional partnerships. They meet with a wide range of counterpart agencies in the U.S. and South Asia, depending on the issues they prioritize as themes for their partnerships.

Four new SAREPP partnerships (two regional and two tri-lateral) are being established by USEA in 2002:

- Regional Disaster and Security Preparedness & Response Partnership
- Regional Media Partnership
- Tri-lateral Hydropower Partnership
- Tri-lateral/Regional Hydrocarbon Partnership

The tri-lateral partnerships will involve partners from two countries in the region, and a U.S.-based mentoring organization.

The program is implemented through a series of Executive Exchanges that rotate through the member South Asia countries and the United States. SAREPP activities typically

involve the most senior host country representatives participating in the SARI/Energy program.

Component 4: Business Coalitions

U.S. Chamber of Commerce (USCOC) (386-A-00-01-00099-00): Under a SARI/Energy-funded cooperative agreement, the U.S. Chamber of Commerce has established the South Asia Regional Energy Coalition (SAREC). The objective of the coalition is to focus on and promote the development of a South Asia regional energy market by establishing a networking mechanism through which public and private sector stakeholders can influence regional energy policy and reform throughout South Asia. The resulting relationships are expected to enhance private sector involvement and effectiveness in the formulation of government policies affecting regional energy cooperation, integration and development. The Coalition includes approximately 25 apex business organizations from the six SARI/Energy countries, with technical support provided by the USCOC. A follow-on cooperative agreement for continued funding from August 2002 until July 2003 (year two) is currently in preparation.

Component 5: Regional Energy Statistics and Data

U.S. Department of Energy/Energy Information Agency (USDOE/EIA) Regional Energy Statistics and Data (PASA 386-P-00-01-00193): The USDOE/EIA, through a Participating Agency Service Agreement (PASA) with USAID, has launched a series of three SARI/Energy-funded workshops to improve regional institutional capacity to design, collect, analyze, disseminate, and model energy statistics that will greatly enhance the effectiveness of other SARI/Energy activities. Created by the U.S. Congress in 1977, EIA is a statistical agency of the U.S. Department of Energy. EIA is responsible for collection, analysis and forecasting of energy related information such as energy production, consumption, imports, exports and prices.

Credible energy-related information such as energy production, consumption, demand forecasts, imports, exports, levels of intra-regional (energy) trade, and prices are among the basic ingredients necessary to develop a viable regional energy market in South Asia, which is a key focus of SARI/Energy Program. Baseline data on intra-regional trade will be especially helpful in tracking the growth of regional energy trade from one of the lowest levels found anywhere in the world.

2. Activities Planned or Launched in 2002

SARI/Energy program management staff are planning to launch several new program components in 2002 that will complement on-going activities and take advantage of new opportunities for fostering cross-border cooperation, and to plant additional roots to ensure that the program's objectives are achieved on a sustainable basis, after the SARI/Energy program funds expire. Two activities that are currently under development are the following:

**U.S. Department of Energy/National Renewable Energy Laboratory (DOE/NREL)
Wind and Solar Energy Assessment for Sri Lanka and the Maldives**

(DOE/NREL/AAG-P-00-97-00014): This resource assessment will provide a reliable assessment of the availability and extent of these renewable energy resources, use a Geographic Information Systems (GIS) tool to integrate the data with other information required in the planning and development of these energy resources, and apply several analytical tools to explore investment opportunities.

Collaborative Labels and Standards Program (CLASP) Mechanism to Augment Energy Efficiency Expertise Available for Energy Efficiency Training Courses: CLASP is a consortium of the Alliance to Save Energy; the Lawrence Berkeley National Laboratory (LBNL); and the International Institute for Energy Conservation (IIEC). Initial AED energy efficiency training events have identified the need for additional expertise available through the CLASP partners, to leverage lessons learned elsewhere, and prepare for companion TA activities planned by Nexant.

II. EVALUATION SCOPE

ARTICLE I—TITLE

Mid-Term Evaluation of the South Asia Regional Initiative/Energy (SARI/Energy) Program

ARTICLE II---OBJECTIVE

The overarching objective of this mid-term evaluation is to:

- Test the continued validity of the hypotheses on which the program was designed;
- Assess the efficacy and cost-effectiveness of the SARI/Energy implementation tools and management structure in meeting its objectives; and
- In view of the fact that the program was designed such that Phase II is contingent upon the experience of Phase I, make necessary recommendations for review purposes by USAID and Department of State officials.

ARTICLE III---STATEMENT OF WORK

This scope of work is for an evaluation of the overall program, the validity of the hypotheses underpinning the strategy, the appropriateness of the implementation strategy in reaching the program's objectives, and the cost-effectiveness and impact of activities implemented by the SARI/Energy partners (see Section I.C, above) in each of the SARI/Energy countries regarding strengthening institutional capacity, promoting information-based dialogue and coalitions related to energy sector reform, and the formation of regional networks for sharing of best practices in an effort to influence decision-makers engaged in deliberations over energy sector reform and cross-border trade.

Not included in this scope of work are complementary activities funded by other USAID operating units (such as the bilateral Missions), nor those activities funded by other USG agencies.

In particular, the evaluation will assess the SAR/Energy Program along the following criteria:

1. **RELEVANCE.** Are the original hypotheses on which the program was designed still valid? Does the SARI/Energy program continue to respond to the needs in the region, and has the program positioned itself to take advantage of emerging opportunities to promote greater cooperation in energy and promote regional stability?

In light of current needs and opportunities for regional cooperation in energy, is there a need for an extension of the SARI/Energy program to meet the program objectives, including a discussion of the Project Activity Completion Date (PACD), funding levels, areas of assistance/ intervention, and program management structure?

2. **EFFECTIVENESS.** To date, have the program management structure and the adopted implementing tools (contracts, cooperative agreements and USG inter-agency vehicles) been effective in ensuring maximum coordination of activities under SARI/Energy so as to avoid duplication of effort? Are there gaps in coordination that potentially hinder the achievement of results or which fail to take advantage of synergies among individual activities? (e.g., are training and technical assistance activities coordinated and sequenced so that they benefit from each other?)

3. **EFFICIENCY.** Are results achieved under SARI/Energy being produced at an acceptable cost compared with alternative approaches accomplishing the same objectives? What alternative approaches exist which could achieve results at greater efficiency and what mechanisms can be recommended for implementing the alternative approaches?

4. **IMPACT:** What has been the impact of activities implemented under SARI/Energy under the first 18 months of the program? The evaluation team will conduct a performance evaluation of the partners in implementing their respective scopes of work. Are partners meeting their responsibilities under their contracts or grants? Are partners planning their individual activities with the broader objectives and sub-objectives in mind?

How well have implementing partners worked as a team to coordinate workplans and activities in the interests of achieving the objectives of the overall SARI/Energy program?

Have technical assistance, training, and partnerships been targeted at the appropriate beneficiaries to ensure the greatest impact in advancing the policy dialogue in support of regional energy cooperation?

To what extent have the outputs from technical assistance, training and other SARI/Energy-funded activities been utilized by targeted beneficiaries? What evidence is there that best practices have been taken up by additional individuals who received information from targeted beneficiaries?

To what extent have SARI/Energy activities supported or complemented activities sponsored by other donor partners, such as the World Bank and the Asian Development Bank in South Asia?

Measuring program impact requires the existence of good performance monitoring systems at the level of individual partners, as well as at the level of program management. The evaluation team will also investigate whether systems have been established internally for tracking, monitoring, and reporting on results attributable to SARI/Energy activities and whether these systems utilize independently verifiable information.

5. **SUSTAINABILITY.** Are the results and impact of SARI/Energy activities sustainable in terms of creating institutional capacity and filling gaps on behalf of the programs key beneficiaries? What evidence has there been of host countries taking ownership of the SARI/Energy program, including promoting the networks and forums and advocating the best practices developed and disseminated under SARI/Energy? Based on results to date, are these activities likely to engender sustainable development impacts after USAID funding has stopped?

6. **PROJECT ASSISTANCE COMPLETION DATE (PACD) EXTENSION.** The original program framework envisaged that SARI/Energy program would be implemented through a two-phased approach. The first phase objective was proof of concept with phase two following to implement structures and solutions to effect regional energy trade and cooperation. The SARI/Energy evaluation team should assess the need for extension of the SARI/Energy PACD to meet the overall program objectives. The team should also recommend the new timeframe and program focus/ direction in phase two.

ARTICLE IV---REPORTS AND DELIVERABLES

1. Draft Work Plan and Pre-Departure Briefings. The evaluation team will develop a draft work plan prior to departure from Washington, DC. The team will meet with USAID and other contractor staff for five working days prior to departure for the field.

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2. Oral Presentation. The evaluation team will provide an oral briefing of its findings and recommendations to the SARI/Energy Regional Program Managers and their staff in the field as well as to the respective country coordinators and other USAID staff at the conclusion of the visits to the various SARI/Energy participating countries.

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3. Draft Report. The evaluation team will present a draft report of its findings and recommendations to the SARI/Energy Program Managers within ten business days from the time of return to the United States.

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4. Final Report. Ten paper copies of the Final Report as well as an electronic version in Word shall be submitted within five working days following receipt of comments from USAID and its implementing partners. Ten copies will be provided to Cynthia Lowry, Regional Program Manager, SARI/Energy Program, USAID/W, and Robert Beckman, Regional Coordinator and Program Manager, SARI/Energy Program, USAID/New Delhi. The final report should include an executive summary of not more than 3 pages, a main report with conclusions and recommendations not to exceed 20 pages, a copy of this scope of work, evaluation questionnaires used to collect information on each of the program components, and lists of persons and organizations contacted. The final report, with executive summary and electronic files, must be received by the USAID/Washington SARI/Energy Regional Program Manager not later than September 30, 2002, in time for distribution at the SARI/Energy semi-annual meeting tentatively scheduled for early November, 2002.

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ARTICLE V---RELATIONSHIPS AND RESPONSIBILITIES

The contractor will work under the guidance and general direction of Dr. Lowry in Washington and Mr. Beckman in the field. In the absence of Mr. Beckman, the contractor will coordinate their field activities and take day-to-day guidance, where necessary from Kavita Sinha, Deputy Regional Program Manager, SARI/Energy, New Delhi. USAID will provide separately for the services of a Results Framework/Performance Monitoring Plan (RF/PMP) expert to assist the team, and specifically to contribute to the Performance Monitoring Plan (PMP) Indicators Annex to this Mid-Term Evaluation of the South Asia Regional Initiative for Energy Cooperation and Development (SARI/Energy), with up to two pages of text summary in the main body of the report. The evaluation team supplied by the contractor is expected to coordinate closely with the USAID RF/PMP expert, and to share information obtained throughout the evaluation period on interim results for incorporation into the PMP Indicator annex.

ARTICLE VI—PERFORMANCE PERIOD

July 2002 through September 2002.

ARTICLE VII--WORK DAYS ORDERED

The 4-person evaluation team is authorized a total of eleven weeks for this evaluation, as follows: 1) one week in Washington, DC to read program documents, obtain briefings from USAID and implementing partner staff, and draft the evaluation workplan; 2) four weeks working in the field and one week travelling between countries, with one week in New Delhi, and 3-4 working days each in Bangladesh, Nepal and Sri Lanka; 3)

one week for final consultations in Washington DC; 4) three weeks to prepare the draft final and final reports, including a presentation to USAID of the draft final report, prior to finalization of the report; and 5) a one week contingency for unforeseen delays.

ARTICLE VIII--SPECIAL PROVISIONS

DUTY POST

New Delhi, India; Dhaka, Bangladesh; Kathmandu, Nepal; and Colombo, Sri Lanka.

LANGUAGE REQUIREMENTS AND OTHER REQUIRED QUALIFICATIONS

None

ACCESS TO CLASSIFIED INFORMATION

Not Applicable.

LOGISTIC SUPPORT

The contractor will be responsible for arranging local ground transportation, providing computers and printers, and arranging air travel between duty posts. Implementing partners and USAID will provide assistance in arranging meetings with program beneficiaries, contractor staff, and other key stakeholders

WORK WEEK

A six day work week is authorized.

Technical Qualifications and Experience Requirements for the Evaluation Team

All team members must have relevant prior experience in South Asia, familiarity with USAID's objectives, approaches, and operations, and prior evaluation/assessment experience. In addition, individual team members should have the technical qualifications identified for their position below.

U.S. Team Leader (CLIN 13—Senior Program & Policy Analyst). The Team Leader will be responsible for coordinating evaluation activities and ensuring the production and completion of a quality report, in conformance with this scope of work, and which may become a public document for distribution among the program's key stakeholders, including high-level U.S. government policy makers and officials, host country government officials, private sector and NGO leaders, and other audiences. In addition to proven ability to provide this leadership role, involving a technically and logistically complex program, he/she should have substantial and demonstrated expertise in

evaluation techniques involving projects with technical assistance, training, advocacy, and partnership components. The Team Leader must have extensive experience with energy sector policy, sector reform, and trade development. Significant South Asia experience will be highly advantageous.

U.S. Senior Energy Analyst (1) and South Asia Regional Energy Analysts (2) from Two SARI/Energy Countries (CLIN 10—Senior Environment, Energy and Natural Resources Analyst). In addition to the Team Leader, the contractor should propose three additional energy sector specialists, of which two should be nationals from two separate countries in the region, with substantial experience and expertise in energy sector issues in South Asia. Each of the energy sector specialists will be assigned to investigate one of the three thematic program activities: (1) strengthening institutional capacity, (2) promoting information-based dialogue and coalitions related to energy sector reform, and (3) the formation of regional networks for sharing of best practices in an effort to influence decision-makers engaged in deliberations over energy sector reform and cross-border trade. As a team, the energy analysts shall possess expertise in private sector energy development, as well as the five priority areas of technical assistance of Phase I of SARI/Energy identified in Section C-1 above, i.e.:

- Regional Grid and Energy Exchange
- Legal, Policy and Regulatory Frameworks
- Regulation and Regulatory Bodies
- Energy Efficiency; and
- Rural Energy Services

After the initial week of meetings in Delhi, the team is expected to break out into two teams for a two-week period, one team covering India and Sri Lanka, and the other covering Bangladesh and Nepal. Each team is to be composed of one U.S. member and one South Asian member. The U.S. team members are to return for their final week in the field to Delhi for meetings with contractors and debriefing with the Mission. The team will not be expected to travel to Bhutan nor the Maldives.

Conflict Management and Mitigation

Kyrgyzstan Conflict Assessment Scope of Work, May 2002 -
http://inside.usaid.gov/DCHA/CMM/docs/kyrgyzstan_sow_final.doc

Guatemala Conflict Vulnerability Assessment Scope of Work, February 2002 -
http://inside.usaid.gov/DCHA/CMM/docs/guatemala_sow_final.doc

Georgia Conflict Assessment Scope of Work, November 2001 -
<http://inside.usaid.gov/DCHA/CMM/docs/GeorgiaConflictAssessmentScopeofWork.doc>

Democracy and Governance

Elections Assessment, Angola

PROGRAM DESCRIPTION TO SUPPORT ACTIVITIES UNDER G/DG'S
COOPERATIVE AGREEMENT WITH CONSORTIUM FOR ELECTIONS AND
POLITICAL PROCESS STRENGTHENING (CEPPS) AEP-A-95-00038-00

http://inside.usaid.gov/G/DG/mechs/scopes/epp_3.doc

Evaluation of NGO Strengthening Project, Ethiopia

Final Evaluation of Ethiopian NGO Sector Enhancement Initiative
(Cooperative Agreement No: 663-0020-A-00-5501-00)

http://inside.usaid.gov/G/DG/mechs/scopes/civ_7.doc

Media Sector Assessment, Ukraine

Ukraine Media Assessment and Program Recommendations

http://inside.usaid.gov/G/DG/mechs/scopes/civ_17.doc

Evaluation of USA-funded Indigenous NGOs, Nicaragua

Nicaragua Civil Society Scope of Work

<http://inside.usaid.gov/G/DG/mechs/scopes/nicaragua.html>

Evaluation of Partners of the Americas Civic Ed Grant - LAC

Evaluation of Partners of the Americas Grant, Scope of Work (First Draft 3/12/99)

<http://inside.usaid.gov/G/DG/mechs/scopes/partnams.html>

Local Governance – El Salvador Assessment

http://inside.usaid.gov/G/DG/mechs/scopes/gov_6.doc

Strategic Assessment for Bangladesh

Statement of Work

<http://inside.usaid.gov/G/DG/mechs/scopes/banglstrat.html>

Consultancy to Finalize Indicators and Draft Performance Monitoring Plan for
USAID/Mexico Democracy Program

Scope of Work

<http://inside.usaid.gov/G/DG/mechs/scopes/mexsow.html>

Women in Politics: An Evaluation of the USAID's Experience

Scope of Work

<http://inside.usaid.gov/G/DG/mechs/scopes/wipscope.html>

CEPPS Program Description

IRAQ: Assessment and Situation Monitoring

http://inside.usaid.gov/G/DG/mechs/scopes/epp_48.doc

Economic Growth

Labor Market Evaluation and Strategic Assessment in Armenia, February, 2003 - <http://www.gwit.us/ARMENIA%20SOW%20WEB.htm>

Morocco: Workforce Development Assessment - <http://www.gwit.us/MOROCCO%20SOW%20WEB.htm>

Human Capacity Development

USAID Global Workforce in Transition (GWIT)
Workforce Appraisal Model Scope of Work (DRAFT) - <http://www.gwit.us/WRAP-SOW%201-3-03%20-%20web%20page.htm>

The purpose of this model Scope of Work (SOW) is to acquaint USAID mission staff with the kinds of workforce appraisals that can be conducted under the Global Workforce in Transition (GWIT) project. A workforce appraisal is a cost-effective investment for helping Missions identify opportunities for developing sound workforce development systems that support economic growth and poverty reduction and increase countries' competitiveness in the global marketplace. The appraisal can help Missions formulate new strategic plans, assess the need for modifications in existing plans, and serve as a first step in refining strategies that will be pursued under a longer-term competitiveness or workforce development project.